

Action Items	SAP Priority	Update Q1 2016				Update Q2 2016			
<p>Strategic Objective 1: Create economic health, vitality & sustainability</p> <p><u>1a: Foster dynamic/diverse economy</u></p>									
		<p>Action 1a.1 Economic sustainability. Recruit businesses that employ technical, professional, and managerial skills offering a live/work sustainability environment in Edmonds.</p>				<p>Stepped up regional business-attraction advertising as of 5/5/16 with weekly ad in Daily Journal of Commerce in addition to monthly ad in Seattle Business Monthly Magazine. Exploring multilanguage flyer for placement in Washington, SnoCo or Seattle-region booths at international trade shows, etc.</p>			
<p>Action 1a.2 Marketing - business districts. Identify and recruit retailers to fill critical gaps in retail sales and services such as basic needs (clothing, professional services) within the business districts of Downtown, Westgate, Firdale Village, 5-Corners, and Perrinville, as well as larger department stores and specialty retailers on Highway 99.</p>	Very high	<p>A substantial step towards marketing the City’s business districts is a new webpage available on the City’s website that showcases the City’s main business districts, providing an individual summary page and map, highlighting major commercial establishments, principal characteristics and attributes of each district, photographs, etc. This is intended to help inquiring parties interested in Edmonds take a “virtual tour” of the City’s business districts via the City website and learn more about the merits and values of the City and its districts – all in hopes of attracting new and expanding businesses to Edmonds.</p>				<p>No additional update.</p>			

Action 1a.3 Interim storefronts. Encourage temporary artist exhibits or similar uses in vacant storefronts or buildings in order to provide visual interest and activity while the building is being marketed for a future tenant or owner.

Very high

Action 1a.4 Promotion - business development. Initiate and expand retail sales and enhance events and activities including sidewalk cafés and vendors within the business districts of downtown, Westgate, Firdale Village, 5-Corners, Perrinville, Highway 99.

Very high

Action 1a.5 Business outreach. Integrate City, Port, Chamber, Edmonds Community College, Edmonds School District, and private business efforts and communications for the benefit of economic recruitment.

No current need identified due to very small number of vacant storefronts.	No additional update.
DEMA, the Chamber, Ed!, the City, arts organizations, and other entities all work to promote retail, sales, arts, civic and other events within various business districts, principally Downtown and Waterfront. Additional focus on other business districts is warranted.	No additional update.
On-going effort to integrate the various partners in business recruitment. Two principal parties are City and Port who collaborate regularly. EdCC provides business support, especially through SBDC and workforce development training, although not directly "recruitment." Chamber provides business-to-business development.	New Economic Development Commission includes Chamber and Port ex officio members, which enhances collaboration among the City, Chamber and Port on economic development issues.

Action 1a.6 Design - storefronts. Enhance retail storefronts within the business districts of Downtown, Westgate, Firdale Village, 5-Corners, Perrinville and Highway 99. For example, this could include identifying competitive grants and low-cost loan programs.

Mod-high

Action 1a.7 Development regulations - Hwy 99. Amend mixed-use development standards to allow higher, mixed-use density in the Highway 99 area.

Mod-high

Action 1a.8 Development regulations - ground floor retail. Address ground-floor retail requirements to reflect demand in different retail corridors and locations.

Mod-low

Action 1a.9 Development regulations - Westgate. Amend mixed-use development standards to allow higher, mixed-use density in the Westgate area.

Mod-low

Edmonds Downtown Alliance has begun grants program that could potentially help fund storefront improvements. Other districts do not have such programs.				No additional update.
The City has engaged a consultant team to conduct a Subarea Plan and Planned Action EIS for the Highway 99 Corridor, anticipated to conclude in late 2016. Among other outcomes, this effort will include a comprehensive, market-based analysis of potential development standard amendments to encourage appropriate redevelopment along the Corridor.				The Highway 99 Subarea Plan is well underway, with the next public Open House scheduled for 5/19/16.
Development code update, currently underway under direction of Development Services Department, may include review of these standards, as well as will the Hwy 99 Subarea Plan.				No additional update.
In April 2015 the City Council concluded a multiyear planning process that led to amendments to the development standards in the Westgate area intended to accommodate a broader mix of uses and variety of building types. In addition, building heights, setbacks and design standards were established. No update since that time.				No additional update.

Action 1a.10 Development regulations - Downtown/Waterfront. Amend mixed-use development standards to allow higher, mixed-use density in the Downtown/Waterfront area.

Mod-low

Action 1a.11 Development regulations - Perrinville. Amend mixed-use development standards to allow higher, mixed-use density in the Perrinville area.

Low

Action 1a.12 Development regulations - Firdale Village. Amend mixed-use development standards to allow higher, mixed-use density in the Firdale Village area.

Low

Action 1a.13 Development regulations - Five Corners. Amend mixed-use development standards to allow higher, mixed-use density in the Five Corners area.

Low

1b. Take advantage of special/unique characteristics of areas

Development code update, currently underway under direction of Development Services Department, will include review of these areas and may include suggested enhancements.				No additional update.			
Development code update, currently underway under direction of Development Services Department, will include review of standards applicable to this area and may include suggested enhancements.				No additional update.			
Development code update, currently underway under direction of Development Services Department, will include review of standards applicable to this area and may include suggested enhancements.				No additional update.			
Development code update, currently underway under direction of Development Services Department, will include review of standards applicable to this area and may include suggested enhancements. In addition, planning work conducted by the UW Green Futures Lab as preparation for Westgate Plan included work intended to lay groundwork for consideration of planning/zoning changes in Five Corners area.				New Economic Development Commission has preliminarily identified this as a priority for their focus over the next year.			

Action 1b.1 Health and medical industries. Retain and recruit businesses that support and can expand health-related services and products within the general area of Swedish Hospital Edmonds.

Very high

Action 1b.2 Advanced Utility. Retain and recruit businesses that depend on, and can take advantage of, Edmonds’ superior fiber optics capability.

Very high

Action 1b.3 Harbor Square. Review and approve a long-term master plan and agreement for the Port of Edmonds Harbor Square property that enhances the waterfront environment, public access and promotes mixed-use development.

Very high

Action 1b.4 Shoreline/Waterfront. Develop a strategy for the combined shoreline (east/west of rail lines) from the Port to the Underwater Dive Park and from the waterfront to the downtown that increases public access and recreational opportunities.

Very high

The new 77,000-square-foot Urgent Care Wing at Swedish-Edmonds opened on November 10,2015, further cementing the City’s medical/health care sector, bringing with it substantial new employment opportunities and demand for spin-off and/or support businesses.				No additional update.
Information available on website, printed materials and conveyed in person emphasizes the availability of superior fiber optic bandwidth and capacity.				No additional update.
There is no current proposal by the Port for a long-term master plan.				While recognizing that additional development potential may exist on the Harbor Square properties, the Port is not currently reviving efforts to seek City Council approval of a Master Plan for that site.
We have completed 60% daylighting of Willow Creek, as well as substantially completed Marina Beach Master Plan, now pending Council approval. We have been in discussions with the Ebb Tide about opening up a continuous waterfront walkway. We are moving forward with the Dayton Street plaza. And the At-Grade Crossings Alternatives Analysis will also address some of these issues.				Marina Beach Master Plan approved by City Council February 2016.

Action 1b.5 Antique Mall/Salish Crossing.
Encourage coordination among the Safeway/Antique Mall, aka Salish Crossing, and nearby properties for the purpose of enhancing redevelopment opportunities of this significant gateway site. Very high

Action 1b.6 Swedish Hospital. Update the Hospital District master plan to meet hospital needs while mitigating impacts to adjacent nonmedical land uses. Very high

Action 1b.7 Organization - Main Street.
Institute the “Main Street” Program 4-Point approach which includes economic restructuring, promotion, design and organization for downtown. Mod-high

The transformation of the former Antique Mall property into Salish Crossing is substantially complete after the opening of the Cascadia Art Museum in September together with new, supporting retail tenants Scratch Distillery, Brigid’s Bottle Shop and Spud Fish n Chip. Other establishments, including a pilates studio and Top Pot Doughnuts will join the mix.				First Financial Bank has opened. Top Pot Doughnuts is under construction. 190 Sunset restaurant under permit review.
Swedish Hospital has just completed a new 77,000-square-foot Urgent Care Wing and is planning, together with Verdant Health District, for any future development.				Boston-based architect/developer scheduled to discuss potential mixed-use project on Value Village site at 6/22/16 Verdant Board meeting.
While the City is an official “affiliate” of the State of Washington Main Street Program, thorough research and discussion of the notion of instituting the Main Street Program has yielded the conclusion that Downtown Edmonds has already put into play the vast majority of the Program’s “4-Point” approach through the efforts of the Edmonds Downtown Alliance, Downtown Edmonds Merchants Association and the City of Edmonds, including historic designation of landmarks, development regulations that ensure contextually responsive and appropriate development, district promotion and enhancements, and strategic initiatives for business or development recruitment. At this time there is no further intent to pursue institution of the “Main Street” Program.				No additional update other than Economic Development Director attended this year's RevitalizeWA Conference (Main Street organization) and gained valuable insights and shared with Downtown Alliance.

Action 1b.8 Highway 99 International District. Create a cohesive brand plan and design theme for this unique area, initiate promotional events and activities, and recruit additional anchors or destination stores.

Mod-low

Action 1b.9 Downtown BID. Create a Downtown Business Improvement District (BID) to benefit properties and businesses for the purpose of instituting marketing, design, and promotional activities within the Downtown business district.

Mod-low

Action 1b.10 Car dealerships. Encourage redevelopment of auto sales facilities that include decked display and storage lots, multistory sales and service facilities in order to retain this important source of retail sales revenue in the city and to maximize land use.

Very low

1c. Enhance economic and employment opportunities

Since completion of the decorative light standards in the International District, no new programs have been undertaken. However, the current Highway 99 Subarea Plan will address this unique portion of the Corridor, including potential enhancements. In addition, discussions have just begun about exploring the idea of a "Night Market" in the District starting this Summer.				Progress is slow on the idea of the "Night Market" as major property owners have not expressed interest in hosting it. Additional attempts will be made over the next few weeks.
Complete and underway.				No additional update.
The Highway 99 Subarea Plan process will include a detailed analysis of the economics and land use patterns of the car dealerships on the Corridor.				No additional update.

Action 1c.1 Employment - youth. Create a young adult job placement service to help find part- and full-time employment opportunities with Edmonds businesses, schools and organizations.

Very high

Action 1c.2 Participation - youth. Work with public and private organizations to provide mentoring opportunities for young adults through events or social outreach, projects, environmental stewardship, arts and culture and job/career networking.

Very high

Action 1c.3 Database - business recruitment. Create and maintain a database to identify opportunities for business and developer recruitment efforts. The database may include an inventory of available properties, buildings, and resources in Edmonds business districts

Mod-low

1d. Build on the community's heritage, natural resources, and livability to promote Edmonds as a tourism destination.

This is one of the very few SAP Action Items for which no Primary Lead has yet been identified. Edmonds Community College performs a portion of this role.				No additional update.
This is an ongoing effort on the part of the City and many agencies. The City includes youth on boards, commissions and City Council.				No additional update.
This is an on-going effort. A database of available properties and potential developers is maintained and updated.				Economic Development Director monitors available properties throughout town and contacts those brokers whose properties are not listed on the city's "available commercial space" search engine on the website.

Action 1d.1 Design - arts and culture.

Continue to include arts and historical themes in the Edmonds brand and install artworks, gateways, wayfinding signage, and streetscape improvements at key entrances to Edmonds, e.g., the waterfront, Downtown, Highway 99, State Route 104 and other business districts.

Mod-high

Action 1d.2 Marketing - Edmonds' business, arts and culture.

Conduct outreach to visitors to determine their characteristics, expenditure patterns, sources of information, and other behavior to better understand what attracts visitors to Edmonds. This will inform the city of what marketing efforts are successful and where to best place marketing dollars.

Low

1e. Effectively develop, market, and promote the City's arts and cultural heritage and brand

On-going effort, with latest efforts being the wayfinding signs and the soon-to-be-installed interim 4th Avenue lighting				Arts and Cultural Division is reprinting the Stages of History walking tour brochure for distribution this Summer.			
The idea of conducting more in-depth analysis of visitors' habits, etc., has been discussed recently by the EDC Tourism Subgroup and others. This will be researched further in 2016 to determine what level of analysis can be conducted realistically by various contributing parties.				Visitor and shopper survey form has been acquired and discussions have begun about engaging in informal paper survey over the Summer among retail businesses, hotel and at events.			

Action 1e.1 Organization and promotion - arts and culture.

Create a central clearinghouse to coordinate scheduling and promotion of events in Edmonds.
Create an Edmonds arts website and utilize social media including Google maps, Facebook, and Twitter to promote and attract visitors to an expanded year-round calendar of events and festivals for performing, literary, culinary, fine, and other arts interests.

Mod-high

Action 1e.2 Edmonds Center for the Arts.

Complete a strategic plan identifying financial strategies for debt payment, redevelopment and reuse of the remaining un-renovated property, including a potential parking garage.

Mod-high

Action 1e.3 Fourth Avenue Cultural

Corridor. Complete design, fund and complete construction of a linear park streetscape between Downtown and Edmonds Center for the Arts in order to create a pedestrian-friendly walkable corridor that preserves the historical character of the area, and promotes retail/art opportunities.

Mod-low

In late November 2014 the City debuted its new tourism website, www.VisitEdmonds.com , that included a new arts and events calendar, which is also linked from the official City website (www.edmondswa.gov). The calendar is up and running, providing information on arts and cultural events and activities around town.				No additional update.
Financial-sustainability strategies and potential further redevelopment plans are on the list of things to discuss and analyze further by the PFD and ECA Boards.				No additional update.
While delayed, installation is scheduled by Summer 2016 of the Council-approved, interim, artistic treatment of 4th Avenue, consisting of diagonal stripes of inset LED lights that will run the length of the corridor, providing needed ambient lighting, a sense of special character, and a recognizable, welcoming pathway for drivers and pedestrians between Main Street and the Edmonds Center for the Arts. This interim treatment is intended to last for 3 to 5 years while a final arts-inspired streetscape is designed, funded and completed				No additional update.

Action 1e.4 Artist live/work. Explore ways to develop affordable artist live-workteach-display-sell spaces to attract new and emerging talent to Edmonds similar to the Schack Center in Everett. Low	The Highway 99 Subarea Plan may identify opportunities to develop affordable housing, to include artist housing.				New owner of Mar-Vel Marble site intends to develop an artist-centered complex with studio and exhibition space, small café, small performance space and artist housing.
Action 1e.5 Art and history walking tours. Create signage, audio and phone apps, and web-based information to expand art and history walking tours of waterfront and downtown historical sites and buildings, artworks, and other visually interesting and significant landmarks. Low	Signage, a brochure, and web-based tour information has been created. Additional tours and/or expansion of existing tours could be pursued.				The City was just awarded a "Sustainable Cities Partnership" with WWU to undertake various programs, including development of tech-based tools (apps, website, e.g.) to provide downtown, arts/culture, and tourism info, wayfinding, tours, etc.
Action 1e.6 Fine Arts Museum. Explore ways to develop a museum to exhibit local, emerging, and traveling fine arts possibly in combination with Edmonds Center for the Arts and/or the proposed artist live/work project. Low	With the opening of the new Cascadia Art Museum at Salish Crossing, this Action Item is substantially addressed. This new fine arts museum will draw visitors from throughout the region.				No additional update.
1f: Promote a permit and licensing process to promote business recruitment, expansion and retention.					

<p>Action 1f.1 Economic incentives. Adopt economic incentives for key business or development recruitment targets. These may include reduced or deferred business license fees, permit fees, utility connection charges, latecomer fees, park or traffic impact fees, property tax reduction or deferral, and/or expedited building permit review.</p> <p>Mod-high</p>	<p>Discussion was held within the EDC last year about potential incentives. No consensus was reached on a proposal. One potential incentive, the multifamily property tax exemption, will be analyzed for potential applicability in the Highway 99 Corridor as part of the Subarea Plan process. The issue will likely arise again this year for further exploration.</p>	<p>No additional update.</p>
<p>Strategic Objective 2: Maintain, enhance and create a sustainable environment.</p>		
<p><u>2a: Build a community that balances environmental protection, economic health and social needs.</u></p>		
<p>Action 2a.1 Recycling. Expand reuse and recycling programs in current city operations and in waste management outreach activities to Edmonds households and businesses.</p> <p>Very high</p>	<p>In collaboration with the City of Lynnwood, Edmonds participates in an interagency effort to promote recycling, which includes education and outreach across the city. In addition, we are working with Sno-Isle Libraries and have launched a composting program at the Edmonds Library serving staff areas and the public restrooms. The recent 2015-2017 Coordinated Prevention Grant Agreement with the Dept of Ecology will further enhance these efforts, extending to multifamily and commercial establishments.</p>	<p>No additional update.</p>

<p>Action 2a.2 Farmers/Public Market. Expand into a year-round activity with available all-weather structures, available parking, and increased visibility to attract out-of-area customers and tourists.</p> <p>Very high</p>	<p>While no entity has been willing to create a year-round farmers market, the City did start up a Holiday Market this past year, which will likely be brought back in 2016 in an enhanced format. It is hoped that perhaps the organizers of the existing farmers markets may become willing to take on the Holiday Market as well at some future time.</p>				<p>Work continues on planning a 2016 Holiday Farmers Market. Locations are currently being vetted. Decisions expected in June whether to move forward.</p>
<p>Action 2a.3 Stormwater - Resolve Flooding on SR 104 and Dayton. Reroute Shellabarger Creek back to Edmonds Marsh by creating new channels that will allow drainage through the deposited sediments. <i>This is a subset of 2a.8: Habitat and Restoration, major alternative analysis. Feasibility Study to be performed.</i></p> <p>Very high</p>	<p>A pre-design study has been conducted to site a new pump station near Dayton St and Admiral Way to resolve this flooding issue. The project will then go to the design and permitting stage. In addition, work is also underway to design and permit improvements to separate Shellabarger Creek flows from Dayton Street drainage to further improve the situation.</p>				<p>No additional update.</p>
<p>Action 2a.4 Native habitat. Plant street trees, restore native habitat in disturbed areas, remove invasive species to promote use of native and drought resistant plants and restoration of wildlife habitat.</p> <p>Mod-high</p>	<p>This is an ongoing effort in Parks and Public Works Departments, including preservation of open spaces through acquisition and donation, wetlands mitigation, and planting with native plant materials.</p>				<p>No additional update.</p>

<p>Action 2a.5 Stormwater and Habitat - Lake Ballinger. Resolve on-going flooding and water quality issues in Lake Ballinger.</p> <p>Mod-high</p>	<p>Partnership with the city of Mountlake Terrace. 3 Culvert drains replaced by CMLT and implementation of new LID requirements will help over time. The new state 2012 DOE stormwater regulations already have made some improvements. City will adopt these regulations. City continues to pursue funding through Corps of Engineers.</p>	<p>No additional update.</p>
<p>Action 2a.6 Energy. Reduce Edmonds' carbon footprint through solar installations and other energy conservation practices in current city operations, updating development codes, and utilizing Sustainable Works energy audits and retrofits.</p> <p>Mod-high</p>	<p>LED street lights have been installed. City energy efficient vehicles have been purchased, 7 hybrids and 2 all electric. New charging stations have been created. ESC contracts for city operations guarantees savings as the savings of operations expense are greater than the debt service on the low interest loans. The Police patrol vehicles (16) have been converted to propane. New lights installed in City buildings with motion sensor controls.</p>	<p>No additional update.</p>
<p>Action 2a.7 Food production. Continue to encourage community gardens and pea patches, plant fruit tree orchards, harvest and deliver food products to food banks and other entities in need.</p> <p>Mod-high</p>	<p>Local public garden has been placed at the Lutheran Church, which opened in May 2014. A public garden is also slated to be placed at Woodway Fields.</p>	<p>Potential exists for P-patches within the redeveloped Civic Field open space, master planning for which just started this quarter.</p>
<p>Action 2a.8 Stormwater and Habitat - Willow Creek. Daylight Willow Creek to help with restoring saltwater access to Edmonds Marsh.</p> <p>Mod-low</p>	<p>Feasibility study done in phases, early one in 2013, final feasibility completed end of 2014. The remainder of the project is estimated to be: Preliminary Design 2015 (now 60% complete). Permit 2016. Construction 2017.</p>	<p>Preliminary design now at approximately 75% complete.</p>

<p>Action 2a.9 Stormwater and Habitat - rain gardens, etc. Continue to encourage the development of rain gardens, green roofs and walls, bio-filtration swales, and other green development features in Edmonds' projects and development codes. Mod-low</p>	<p>The on-going City code reorganization and re-write process includes a review of how best to incorporate the Low Impact Development principles of reducing impervious surface area, minimizing native vegetation loss, and minimizing the generation of stormwater runoff. The City will begin revising its stormwater code to meet the Department of Ecology future requirements for using rain gardens, bio-filtration swales and other green development features. This work will be completed in 2016.</p>				<p>No additional update.</p>
<p>Action 2a.10 Coordination - environmental info. Establish a central clearinghouse to coordinate environmental education and sustainability funding, programs, and volunteers. This clearinghouse would help identify sources of funds for these efforts. Low</p>	<p>As for volunteers, the City has Earth Core to project manage the Marsh rehabilitation. Also for development projects that require wetlands mitigation Earth Core is hired to do the mitigations but funded by the mitigation fees paid for by the developer of the project. As for education, the Development Services Department will be opening in February 2016 its "green room" - environmental resources center.</p>				<p>Development Services Department "green room" has been constructed; still being outfitted with displays and other finishings. Should be complete and serving the public later this year.</p>
<p>Strategic Objective 3: Maintain and enhance Edmonds' community character and quality of life.</p>					

<p>Action 3a.1 Senior Center. Develop a long-term solution for maintaining and updating the Senior Center.</p> <p>Very high</p>	<p>The City Council has approved a renewed long-term lease with the Senior Center for redevelopment of the Senior/Community Center on the existing site. Initial site planning and concept design have been performed. Fundraising is underway, with the State Legislature committing \$1.25 million towards the project.</p>	<p>No additional update.</p>
<p>Action 3a.2 Downtwon restrooms. Develop a public restroom facility to serve pedestrians, customers, and tourists in the Downtown district.</p> <p>Very high</p>	<p>City Council approved a \$260,000 line item in the 2016 budget for the capital cost to develop the restrooms, estimated to cost approx. \$300,000. In addition, monies were set aside for partial-year M&O in 2016. Downtown Alliance has pledged \$10,000. Other grants/donations are being sought. Initial site design work is underway. We plan to purchase a prefab unit from a State-approved vendor, with customized design. Restrooms should be completed by Summer 2016.</p>	<p>City Council approved revised restroom design, including M, F and unisex WCs, landscaped plaza and restriped parking lot for total cost of \$390,000. \$10,000 from Downtown Alliance and \$5,000 from Noon Rotary have been granted. Design work is underway. Construction expected Sept-Oct, with opening before Halloween.</p>
<p>Action 3a.3 Anderson Center. Refine long-range strategy to enhance, maintain and update life cycle maintenance, repair requirements and functional program needs.</p> <p>Very high</p>	<p>Operation Model Study completed May 2013. Staff continue to make recommendations to implement elements of the Operations Model Study and request funds for the improvements. Remodeled restrooms and added new fitness equipment in 2014. 2016 Legislative Agenda includes request for \$350,000 for roof replacement. Rep Peterson to sponsor.</p>	<p>State Legislature did not appropriate funds for the roof replacement. Funds may be sought elsewhere or again next year in the Legislative Budget.</p>

Action 3a.4 Greenways. Develop a system of coordinated open spaces, conservation corridors, and greenways with trail access along the shoreline, waterfront, wetlands, hillsides, and parks to preserve the natural setting and increase public awareness and access. Very high					No additional update.
Action 3a.5 Activities - youth. Create social and recreation-oriented activities and facilities that offer evening and after school peer group interactions and events. Very high					No additional update.
Action 3a.6 Yost Pool - Financing. Create and implement a long-term financial and operational strategy for the updating/upgrading, refurbishment and retrofitting of the current Yost Pool facility. Very high					No additional update.

Action 3a.7 Public View Preservation. Identify public view corridors and view sheds in the Bowl and create appropriate public view protection overlay districts, ordinances, and other measures to preserve and protect them. Mod-high	Downtown corridors protected by height limits and codes. View corridor was established in 2005 by Downtown Plan. Significant work on this has been completed.				Shoreline Master Program includes requirements for view corridors from adjacent public rights-of-way across private waterfront properties when redeveloped. Currently no program or funding exists to undertake comprehensive review of public viewpoints or corridors, potential threats to those views, if any, and consequent regulatory needs.
Action 3a.8 Yost Pool - New Facility. Develop and/or expand Yost Pool to include outdoor and indoor leisure pool elements, therapy pool, party rooms and concessions, and possibly other recreation physical conditioning, courts, and gymnasium uses. Mod-low	This may require a levy or voter initiative.				No additional update.
Action 3a.9 Civic Field. Address long-term property ownership and upgrade field, stadium, lighting, and other features to support competitive play, including tournaments. Mod-low	With a State Legislature-approved RCO Recreation Grant in the amount of \$1.87 million, together with City funds, the City purchased Civic Field as of 11/10/15. A master-planning process for the future development and use of Civic Field will be underway in 2016.				Master Planning process has begun, with kick-off public meeting 5/3/16.

<p>Action 3a.10 Design standards. Illustrate site, building, landscape, and signage design objectives using examples to achieve public quality design objectives, via development code standards and amendments.</p> <p>Mod-low</p>	<p>Citywide design standards were presented to City Council in 2001 but were not accepted. There are design standards that have been subsequently adopted for specific areas: Downtown, Firdale, and more limited Hwy 99. Design standards were included in the Council-approved Westgate plan and zoning provisions, adopted April 2015. Design standards will also be considered in the 2016 Hwy 99 Subarea Plan effort.</p>				<p>No additional update.</p>
<p>Acton 3a.11 Diversify housing options. Increase housing choice by type, price, and proximity to employment centers, transit corridors, and recreational sites in order to provide live/work/play opportunities in Edmonds.</p> <p>Mod-low</p>	<p>This will be a key component of the Hwy 99 Corridor Subarea Plan in 2016.</p>				<p>No additional update.</p>
<p>Action 3a.12 Affordable housing. Promote the creation of rental and sale workforce housing for moderate-income working households through incentives that may include additional density, reduced parking requirements, reduced permit fees, and/or other measures.</p> <p>Low</p>	<p>City entered into an interlocal agreement with Alliance for Housing Affordability. There is an annual work program & profile for each city. In the 2015 updated Comp Plan the Housing Element recommends strategies to expand affordable housing options. In addition, redevelopment strategies (including potential incentives) developed as part of the Highway 99 Corridor Subarea Plan will address affordable housing.</p>				<p>No additional update.</p>

Action 3a.13 Woodway Fields. Address long-term property ownership and upgrade field, lighting, and other features to support competitive play, including tournaments. Low	The Edmonds School District has completed the substantial renovation of the former Woodway High School playfields into an updated athletic facility featuring all-weather fields as well as bleachers, underground wiring for future playfield lighting and other amenities. The City and the School District are still in negotiations over an Interlocal Agreement for the City’s rights and responsibilities with respect to operations, maintenance, usage and scheduling of the fields and associated facilities.				No additional update.			
Action 3a.14 Dog Park. Identify a suitable relocation site and develop a dedicated dog park consisting of fenced social yards with spectator seating and amenities, and off-leash exercise areas and trails. Low	This is part of the larger Marina Beach Master Plan, which includes a substantially intact Dog Park in essentially the same area as has existed, while still accommodating the daylighting of Willow Creek. The plan was presented to City Council 2/9/16 for approval.				Marina Beach Master Plan approved by City Council February 2016.			
Strategic Objective 4: Develop and maintain a transportation and infrastructure system to meet current and future demand								
<u>4a: Build a community that balances environmental protection, economic health, and social needs</u>								

Action 4a.1 BNSF Railroad. Participate in the environmental impact assessment process related to a proposal to build a coal export terminal at Cherry Point in Bellingham. Identify required improvements in Edmonds to mitigate extra tracks, train volumes, dust, noise, and potential conflicts with ferry terminal and waterfront pedestrian, bike, and vehicular traffic. Very high	The City has participated in the EIS process for this proposal and awaits further opportunities for involvement, commenting, participation.				As of May 9, 2016 the US Army Corps of Engineers has denied this project a permit.
Action 4a.2 Street maintenance. Create a financing mechanism to generate approximately \$1,400,000 per year which is needed annually to maintain city streets. Very high	Discussions on-going regarding the funding capacity of the City’s Transportation Benefit District, possibly to allow a greater amount of funding for on-going street maintenance.				No additional update.

Action 4a.3 Walkways. Institute sidewalk maintenance and construction program to complete key connections to the waterfront, Downtown, business districts, schools, parks, and other major walking destinations. Very high	This is an on-going effort based on the Walkway priority list identified in the Transportation Plan, updated ~ every 6 years. This list identifies all the key missing sidewalk connections throughout the City. This list was updated and adopted by Council in 2015. From the 2009 Transportation Plan list, several projects were constructed or are under construction now (226th St. SW Walkway from SR-104 to 105th, 238th St. SW Walkway from 100th to 104th, Pine Street crosswalk) Recently, state TIB funding was secured for the construction of missing sidewalk elements on 238th between SR99 and SR104 (approximately \$500,000). The City of Edmonds will continue to seek out grants to help expand the sidewalk system. The street department has an employee walk the entire city every other year marking and documenting potential trip hazards.				No additional update.
Action 4a.4 Sounder Train. Increase the schedule and number of Sound Transit commuter rail trains between downtown Seattle and Edmonds to promote development of transit-oriented development at Harbor Square, the waterfront, and Downtown. Mod-high	City's continued liaison (Mayor and staff) to Sound Transit updates the agency on the City's demand for service and any upgrades.				No additional update.
Action 4a.5 Sound Transit LINK. Develop Community Transit links with the proposed Sound Transit LINK light rail corridor alignment along Interstate 5. Mod-high	The City regularly works/plans with Community Transit on transit connections to the future light rail Lynnwood Station				No additional update.

Action 4a.6 Trails. Complete an off-road multipurpose trail network linking the shoreline and waterfront, Edmonds Marsh, Downtown, business districts, parks and open spaces, bus and rail transit connections, and the Interurban Trail in Edmonds.	Mod-high	Completed interurban trail. 2014 city park connected 3rd Ave to play area. PROS plan has been approved for continuing improvements to create the linkage and incrementally implement the connectivity for this action item.			No additional update.
Action 4a.7 Highway 99. Create transportation improvement program and related project for Highway 99 to improve traffic flow, transit connections, and pedestrian streetscape that encourages mixed-use project developments similar to what has been recently completed in Shoreline and is planned in Everett and Lynnwood.	Mod-high	An improvement study was completed in 2007. A major intersection improvement project is under construction at 228th and Hwy 99, funded by TIB and HSIP. Funds will continue to be sought after for adding to the landscape and creating branding. The State Legislature approved \$10 million for this project in the multiyear transportation package, with the allocation currently slated for the 2021-23 biennium. The City is working with the Legislature to move up \$1 Million of this allocation to the 2017-18 biennium to allow for initial design work following completion of the Highway 99 Subarea Plan process that just started at the beginning of 2016 and is projected to be complete by year's end.			No additional update.

Action 4a.8 Intermodal Station. Develop an integrated Amtrak, Sounder, Community Transit, shuttle, ferry, bike, and pedestrian transfer facility on the waterfront to promote accessibility and connectivity to and within Edmonds. Mod-high		The Edmonds Crossing project was intended to achieve this purpose. That project is not currently in WSDOT's transportation plan. However, work has just begun on the next plan update. Meanwhile, the At-Grade Crossings Alternatives Analysis is considering many alternatives that include potential relocation of the ferry terminal and/or its connection to other transportation modes (see 4a.9 below).				No additional update.	
Action 4a.9 Waterfront connection. Work to establish an emergency and everyday access over the railroad tracks and ferry terminal lanes for pedestrians bound for shoreline and waterfront attractions from Harbor Square, Salish Crossing, and Downtown. Mod-high		The At-Grade Crossings Alternatives Analysis is underway, with two public open houses already held (11/18/15 and 1/27/16). Over 40 alternatives were suggested by the various stakeholders, and numerous selection criteria were offered. Level 1 screening is underway, leading to a tighter array of alternatives for comment/review by the stakeholders. Level two screening will follow, ultimately leading to preferred alternative(s) that may include both short- and long-term solutions. Substantial completion of the Analysis is projected for Fall 2016.				The At-Grade Crossings Alternatives Analysis continues on schedule, with an Open House to share Level 2 Alternatives and associated screening criteria held 5/12/16.	

Action 4a.10 Ferry Terminal. Create an interim ferry waiting and loading strategy that reduces conflicts between trains, automobiles and pedestrians while improving ferry rider access to the waterfront and Downtown services and amenities. Mod-high	Potential solutions to ferry delays, conflicts with trains, street traffic, pedestrians, etc., is also being considered in the context of the At-Grade Crossings Alternatives Analysis (see 4a.9 above).				No additional update.
Action 4a.11 Crosswalks. Install special paving materials, flashing-light crossing strips, pedestrian-activated signals, median and curb extensions, as appropriate, to improve pedestrian safety, increase visibility, and calm traffic at major intersections on SR-104 and Highway 99. Mod-low	This is an on-going effort that resulted in the opening of the new crosswalk near Pine Street on SR 104. The City considers such additions when working on any Capital projects. In the 228th St. SW Corridor Improvements project currently underway, a new traffic signal with pedestrian push buttons will be added at the intersection of Hwy. 99 @ 228th, improving pedestrian safety along the corridor, and the median will be extended along Hwy 99 from 228th St. SW to 76th Ave. W, creating better access management and safer vehicular / pedestrian conditions. For the For the Spray Park @ City Park pedestrian-actuated crossing signals have been added at the intersection of 3rd Ave. @ Howell to improve pedestrian safety at that existing crosswalk. Two new crosswalks have also been added on Olympic View Drive at 180th (near the entrance to the Perrinville Creek trail) and at Cherry Street.				No additional update.

Action 4a.12 SR 104 Transit. Expand Community Transit’s schedule and hours to support Edmonds employees and residents, particularly at the waterfront, Downtown, Westgate, and Highway 99 including connections to the Highway 99 International District.

Mod-high

Representatives from the City regularly work with Community Transit to convey concerns about transit service and suggest additional service, routing changes, etc.

No additional update.

Action 4a.13 Bikeway network. Institute an on-street network of bike lanes, shoulders, and sharrows (shared lanes) to complete key connections to the waterfront, Downtown, business districts, schools, parks, and other major commuter and recreational destinations including the interurban trail. Low	The Bikeway Plan is part of the Comp Plan Transportation Element updated in 2015. Staff always considers bike lanes when completing street construction and or maintenance. Public Works is partnering with Cascade Bicycle Alliance to encourage bicycling. Edmonds share of a joint grant was used to add bike lane on 76th Ave and 212th intersection. An example of this on-going effort is 228th St SW Corridor Improvements project (project mentioned in 4a-11), where bike lanes will be added to connect the west of Hwy 99 to the Interurban Trail. The City also secured a Bike-Link grant 54/64 (partnering with Lynnwood and Mountlake Terrace), to complete internal connections and ones with adjacent jurisdictions. Proposed projects are the completion of an east-west link from the Interurban Trail and Downtown Edmonds (total distance of missing link: ~ 2 miles), as well as a north–south link from Swedish Hospital to Perrinville (total distance: ~ 2.5 miles). Bike lanes, sharrows, or signage would be added along those stretches and they are scheduled to be completed between 2016 and 2018.				No additional update.
Action 4a.14 Shuttle service (Hwy 99). Initiate seasonal or possibly year-round shuttle service between Downtown and Community Transit’s Swift BRT transit stations along Highway 99. Low	There is currently no Primary Lead for this item, but discussions will continue with CT and stakeholders about future possibilities.				No additional update.

<p>Action 4a.15 SWIFT Bus Rapid Transit (BRT). Encourage Community Transit’s route along Highway 99 from Everett to the King County Metro transfer station at Aurora Village by continued implementation of improvements and features that promote and accommodate increased ridership.</p> <p>Low</p>	<p>Community Transit initiated the SWIFT BRT line in November 2009 and has enhanced service since. CT is pursuing the east-west SWIFT connection to enhance regional mobility.</p>				<p>No additional update.</p>
<p>Action 4a.16 Shuttle service (Waterfront). Initiate seasonal or possibly year-round shuttle service between the waterfront area and Downtown.</p> <p>Very low</p>	<p>There is currently no Primary Lead for this item. CT bus routes 130, 110, 116 and 196 serve the Waterfront. The Port offers shuttle service for marina tenants/visitors. Special event trolleys (such as holiday) are used. This issue will continue to be explored in future among stakeholders.</p>				<p>No additional update.</p>
<p><u>4b: Provide quality services, facilities, and infrastructure</u></p>					
<p>Action 4b.1 Maintain Public Works Growth Management Concurrency. Develop, apply, maintain and implement public works strategies identified in the Comprehensive Plan.</p> <p>No rank given</p>	<p>The City Council-approved, 6-year CIPs for all utilities enterprise funds will be consistent with the Growth Management concurrency requirements.</p>				<p>No additional update.</p>
<p>Strategic Objective 5: Responsible, Accountable and Responsive Government</p>					
<p><u>5a: Provide efficient and effective delivery of services</u></p>					

Action 5a.1 Fiscal sustainability. Implement Budgeting for Objectives (BFO) process that incorporates public input to establish community priorities, resolves a balance between revenues and expenditures, and encourages innovative and alternative delivery methods. Very high	Budgeting for Outcomes (BFO) will need to be initiated per City Council direction, with support from Finance Director. This has not yet been initiated and needs further review and consideration.				No additional update.
Action 5a.2 Permitting processes. Consolidate and simplify the business license, land use and building permit review process to incorporate electronic application procedures, presubmittal workshops, and concurrent reviews. Very high	The City Council approved funding for a comprehensive development code update, which is currently underway and will be presented to City Council in stages in 2016 for review/approval. The update is intended to improve the code's accessibility and internal consistency, including clarifying terminology, requirements, processes, and roles. Regulatory enhancements will be considered both during this process and in general as the City endeavors to provide ever more efficient and effective regulatory services.				No additional update.

<p>Action 5a.3 Assess performance results of the SAP. In addition to on-going annual assessment of State of the City programs, projects, and budget, conduct regular public, customer, and business outreach to determine the effectiveness, performance, and priorities of adopted Strategic Action Plan action items. Very high</p>	<p>In April 2015 City Council was provided with a performance assessment on the SAP since its original approval in April 2013, in addition to the updates that were approved. In addition, while approving the 2015 update, the City Council stated its desire to see a comprehensive SAP update, based on a renewed, robust public engagement process, in 2016. This process will be discussed after City Council Retreat. Quarterly updates continue to assess SAP performance.</p>	<p>Discussions are underway about a potential series of Open Houses in Fall 2016 to share Community Survey results and comments on the SAP, which could lead to subsequent SAP update.</p>
<p>Action 5a.4 Strategic Action Plan Implementation. Adopt and implement the Strategic Action Plan in partnership with public and private organizations. Very high</p>	<p>As can be seen by these Progress Update, the SAP is in the process of being implemented, Action Item by Action Item, by the various City departments and other local and regional agencies.</p>	<p>No additional update.</p>
<p>Action 5a.5 NGO participation. Integrate NGOs such as the Chamber of Commerce, Downtown Edmonds Merchants Association and others into the operation and implementation of BFO and Strategic Action Plan actions. Mod-high</p>	<p>A number of NGO have been identified as Primary Leads in the SAP, including Chamber, Edmonds Downtown Alliance (BID), Edmond’s Center for the Arts, Edmonds Senior Center, et al. NGO participation will continue and will continue to be tracked/evaluated.</p>	<p>No additional update.</p>
<p>Action 5a.6 Fiscal sustainability (parks/recreation). Create an alternative mechanism other than the City of Edmonds General Fund with which to finance parks and recreation programs and services. Mod-high</p>	<p>Mayor and City Council continue consideration of establishment of Metropolitan Parks District. Park impact fees, established in 2013, have been generating new capital for parks development. And recreation user agreements also generate additional revenue.</p>	<p>No additional update.</p>

<u>5b: Promotion and encouragement of an active and involved community</u>					
5b.1 Public access. Conduct frequent town halls, public open houses, and other events at locations throughout the city to improve public access and facilitate dialogue on policies, programs, projects, and budgets. Mod-high	Since 2014 the City has substantially enhanced its public outreach and engagement activities. The Mayor has held Town Hall meetings throughout Edmonds on a quarterly basis. The City publishes a newsletter on a quarterly basis, distributed widely and posted on the front page of the City’s website. Major planning, public works and parks projects include copious opportunities for public involvement, open houses, stakeholder involvement, etc.				No additional update.

<p>5b.2 Communication. Establish effective public information and feedback methods including websites, blogs, Facebook, Twitter, and other social media outreach.</p> <p>Mod-high</p>	<p>In late 2014 Council approved social media usage policies, enabling establishment of a City Facebook page, tourism Facebook page, and City Twitter accounts. Starting 4th Quarter 2014 the City has employed the part-time services of a communications and public information consultant to assist in disseminating information, connecting with local and regional media to enhance coverage of Edmonds news and activities, strategizing on public engagement and involvement activities, and managing the City's social media platforms, etc. Also in early 2015 the City launched a new, upgraded website that is more user-friendly, engaging and interactive. Lastly, the Council-approved 2016 Budget includes \$19,000 for conducting the National Citizen Survey which will help gauge residents' sentiments on a comprehensive series of standardized questions, plus several local-option questions. This survey allows municipalities to bench-mark against other municipalities nationwide.</p>	<p>No additional update.</p>
<p><u>5c: Ensure a safe and secure environment for residents, businesses and visitors</u></p>		
<p>5c.1 Safe environment. To reduce crime and to enhance public safety and security, improving quality of life for the community.</p> <p>No rank given</p>	<p>The Police Department is guided by a 5-year strategic plan, created in December 2014. The 2016 Budget included re-establishment of a Street Crimes Unit.</p>	<p>No additional update.</p>